



Together! Healthy Linn

# Linn County Community Health Improvement Plan **2019-2021**



Activities and resources for the Linn County Community Health Assessment and Community Health Improvement Plan are supported by the following funding sources:

- Linn County and Linn County Public Health
- Iowa Department of Public Health Local Public Health Services grant
- Iowa Department of Public Health State Innovation Model grant
- UnityPoint Health – St. Luke’s Hospital
- Mercy Medical Center
- Eastern Iowa Health Center

**To learn more about Together! Healthy Linn, visit**

<http://www.linncounty.org/753/Together-Healthy-Linn>

### **How to use the Community Health Improvement Plan**

#### **What can you do as a resident of Linn County?**

- Educate: Share the information in this document with your friends, family, neighbors, and coworkers. Share the top health issues and social determinants of health. Challenge yourself to learn more about these issues and how they impact the health of our community.
- Get Involved: Think about ways you can become part of the solution, whether they are small or big changes. Every bit counts, and everyone should be inspired to be part of the conversation. Encourage others to work together to improve the health of our community.

#### **What can you do as an organizational partner?**

- Align: Reflect on how much of your strategic planning efforts align with the needs of the community you serve.
- Innovate: Challenge your organization to think about how they can come up with innovative solutions to improve the health of our community.
- Partner: Work done together is more impactful, and often reduces duplication. Find others that are willing to work together in new or different ways!
- Advocate: Lead your peers in advocating for actions that will improve the health of our community.

## Suggestions By Sector

<p><b>Child &amp; Adolescent Education</b></p> <ul style="list-style-type: none"> <li>Promote priority health issues by incorporating them as educational lessons</li> <li>Create opportunities to take action at schools to support recommendations in this plan that impact students, faculty, staff, and parents</li> </ul> <p><b>Community-Based Organizations</b></p> <ul style="list-style-type: none"> <li>Align activities and outreach efforts with health improvement needs</li> <li>Advocate for changes that improve health when interacting with policy makers and legislative officials</li> </ul> <p><b>Community Planning &amp; Transportation Agencies</b></p> <ul style="list-style-type: none"> <li>Identify health challenges and recommendations in this plan related to community planning and development</li> <li>Work across sectors to employ the recommendations in the course of planning and building areas of development</li> </ul> <p><b>Employers</b></p> <ul style="list-style-type: none"> <li>Transform your work culture to support healthier employees</li> <li>Educate your management team and employees about the link between employee health and work productivity</li> </ul> <p><b>Faith-Based Organizations</b></p> <ul style="list-style-type: none"> <li>Talk to members about the importance of wellness and connect them with resources</li> <li>Create opportunities for your organization and members to take action to support recommendations in this plan</li> </ul>	<p><b>Government Agencies</b></p> <ul style="list-style-type: none"> <li>Identify barriers to health in the community and make plans for action</li> <li>Invest in programs, services, and policy changes that will support the health needs of the community</li> </ul> <p><b>Health Care</b></p> <ul style="list-style-type: none"> <li>Lead your organization in responding to community health needs and incorporate recommendations into organizational strategic planning</li> <li>Identify important health issues and barriers that exist for your clients and use recommended practices to make changes</li> </ul> <p><b>Higher Education</b></p> <ul style="list-style-type: none"> <li>Understand and promote priority health issues and recommendations in this plan when designing research studies or projects with the community</li> <li>Create opportunities to take action at institutions to support the recommendations in this plan that impact students, faculty, staff, and the surrounding community</li> </ul> <p><b>Legislators &amp; Policy Makers</b></p> <ul style="list-style-type: none"> <li>Adopt policies that align with health improvement needs and recommendations in this plan</li> </ul> <p><b>Media</b></p> <ul style="list-style-type: none"> <li>Promote consistent health messages related to priority health issues</li> <li>Understand and promote priority health issues among the audiences and stakeholders you serve</li> </ul> <p><b>Philanthropy</b></p> <ul style="list-style-type: none"> <li>Support the health issues and recommendations in this plan when considering allocation of funding resources</li> </ul>
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## Suggested Citation

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# Part 1: Introduction

## Executive Summary

In January 2018, Linn County began the process of conducting another iteration of the Community Health Assessment and Community Health Improvement Plan process. This process engaged 1,589 residents and 112 community partners from 53 organizations, working through the six-phase Mobilizing for Action through Planning and Partnerships (MAPP) framework<sup>1</sup>. Through this assessment and planning process, several health issues emerged, and three were selected as priorities to address during the next three-year implementation period. They are:

- Mental Health
- Obesity
- Safety

Several themes were identified across the Community Health Assessments that were fundamental to the development of this Community Health Improvement Plan. These cross-cutting themes include policy, systems, and environmental change; health equity; education and awareness; and transportation.

This document outlines the process for how the community identified their strategic issues, and what the goals and strategies are to guide the community through the development and implementation of action plans for each three priorities over the next three years. It also encourages a deliberate focus on health equity, examining root causes of health, and engagement of community members at all levels.



## Background

Linn County is located in East Central Iowa and is the second most populated county in Iowa, with more than 220,000 individuals living in the county.<sup>2</sup> Linn County is comprised of urban and rural areas, including 18 incorporated communities. Linn County is one of the fastest growing counties in Iowa, with a predicted 10 percent population increase each decade through 2030.

Linn County is Iowa's largest manufacturing center.<sup>3</sup> A variety of industries, including agriculture and services also contribute significantly to the local economy. Linn County is one of the three

<sup>1</sup> National Association of County and City Health Officials (NACCHO). (2013). *MAPP Handbook*. Retrieved from <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp>

<sup>2</sup> U.S. Census Bureau. (2017). *QuickFacts: Linn County, Iowa*. Retrieved from <https://www.census.gov/quickfacts/fact/table/linncountyiowa,US/PST045217#PST045217>

<sup>3</sup> Linn County, Iowa. (2018). *2018 Popular Annual Financial Report*. Retrieved from <http://www.linncounty.org/DocumentCenter/View/9257/Linn-County-Popular-Annual-Financial-Report-FY18>

counties that comprise the Cedar Rapids Metropolitan Statistical Area, along with Benton and Jones counties. Cedar Rapids, the county seat, is the largest city in Linn County, and part of the Cedar Rapids-Iowa City Corridor.

In January 2018, the Together! Healthy Linn Coalition began the 2018 iteration of the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) process. The CHA and CHIP were led by Linn County Public Health and conducted in partnership with a multitude of community partners, including both Linn County hospitals, Mercy Medical Center and UnityPoint-St. Luke's Hospital, and Eastern Iowa Health Center, Linn County's Federally Qualified Health Center. The alignment of the CHA and CHIP for all four entities in Linn County minimizes duplication and maximizes impact, as all aforementioned organizations are required under law or by funders to assess the health of the community and develop an implementation plan for meeting identified needs of the community. A wide variety of community members and partners within the local public health system were engaged to inform and guide the process. The 2019-2021 CHIP is a community-wide action plan for addressing strategic issues identified in the CHA over the next three years.

## MAPP Framework

The MAPP framework was selected due to the emphasis on engaging local public health system partners and community members in a collaborative assessment and planning process. Additionally, the MAPP framework allows for the community to consider social determinants of health and health equity as important factors which influence the overall health of the community.

MAPP is a community-wide strategic planning tool for improving community health. It was developed in collaboration with the National Association of County and City Health Officials (NACCHO) and the Centers for Disease Control and Prevention (CDC). The 2018 CHA and CHIP iteration was the second time the Linn County community used the Mobilizing for Action through Planning and Partnerships (MAPP) framework to inform the CHA and CHIP.



FIGURE 1 MAPP ACADEMIC MODEL

The six phases of the MAPP framework include:

1. Organize for Success and Partnership Development
2. Visioning
3. Conduct the four MAPP assessments
4. Identify strategic issues
5. Formulate goals and strategies
6. The action cycle

## Organizing for Success and Partnership Development

In January 2018, Linn County Public Health compiled results of key informant interviews from community partners whom participated in previous CHA or CHIP activities. One of the findings from those interviews was to expand cross-sectoral representation within CHA and CHIP activities. Linn County Public Health staff held a brainstorming session with members of the current Together! Healthy Linn steering committee to identify representatives from various sectors within the community that could represent their respective sector on a restructured steering committee. As a result, 21 individuals were identified to represent 13 sectors on the revised steering committee.

## Visioning

In March 2018, the Together! Healthy Linn Steering Committee convened to create a community-wide vision. The vision represents what Linn County will look like with a successful public health system in place, when our work is complete. The steering committee also identified values that are essential for supporting local public health system partners and the community during the CHA and CHIP process.

### Together! Healthy Linn

#### Vision

The local public health system is collaborative, engaged in the community, responsive to community needs, easy to navigate, focused on prevention, and creates access for all. The system is designed for a culture of health and promotes an active, safe, empowered, resilient, and connected community that embraces diversity and equity.

#### Values

Collaboration   Open Communication   Engagement with Community   Accountability

## Community Health Assessments

There are four assessments used in the MAPP framework. From March to July 2018, three assessments were completed:

1. [Community Themes and Strengths](#)
2. [Forces of Change](#)
3. [Community Health Status](#)
4. The fourth assessment in the MAPP framework is the [Local Public Health System](#) assessment, which had been completed in 2015. Given that the local public health system had not changed significantly in three years, the results were used to inform the 2018 CHA and CHIP process. The full reports and an [executive summary](#) are available at <https://www.linncounty.org/613/Reports-and-Publications>.

## Strategic Issue Identification

Strategic issues are defined as issues that must be addressed in order for Together! Healthy Linn to achieve its vision. To assist with strategic issue identification, the MAPP core group synthesized the findings of the assessments and categorized them into 13 potential strategic issue categories. A one to two-page summary of the related assessment data for each category was created and provided to the steering committee prior to the strategic issue prioritization session. The categories were:

- Access to Healthcare
- Access to Healthy Food
- Access to Mental Health Services
- Affordable Housing
- Built Environment
- Chronic Disease
- Mental Health
- Natural Environment
- Obesity
- Safety and Violence
- Sexual Health
- Substance Use
- Transportation



The MAPP Core Group identified recurring themes that emerged across multiple assessments which were important considerations to be integrated into the CHIP. These themes were policy, systems, and environmental change; health equity; education and awareness; and transportation.

### Cross-Cutting Themes Across Health Assessments

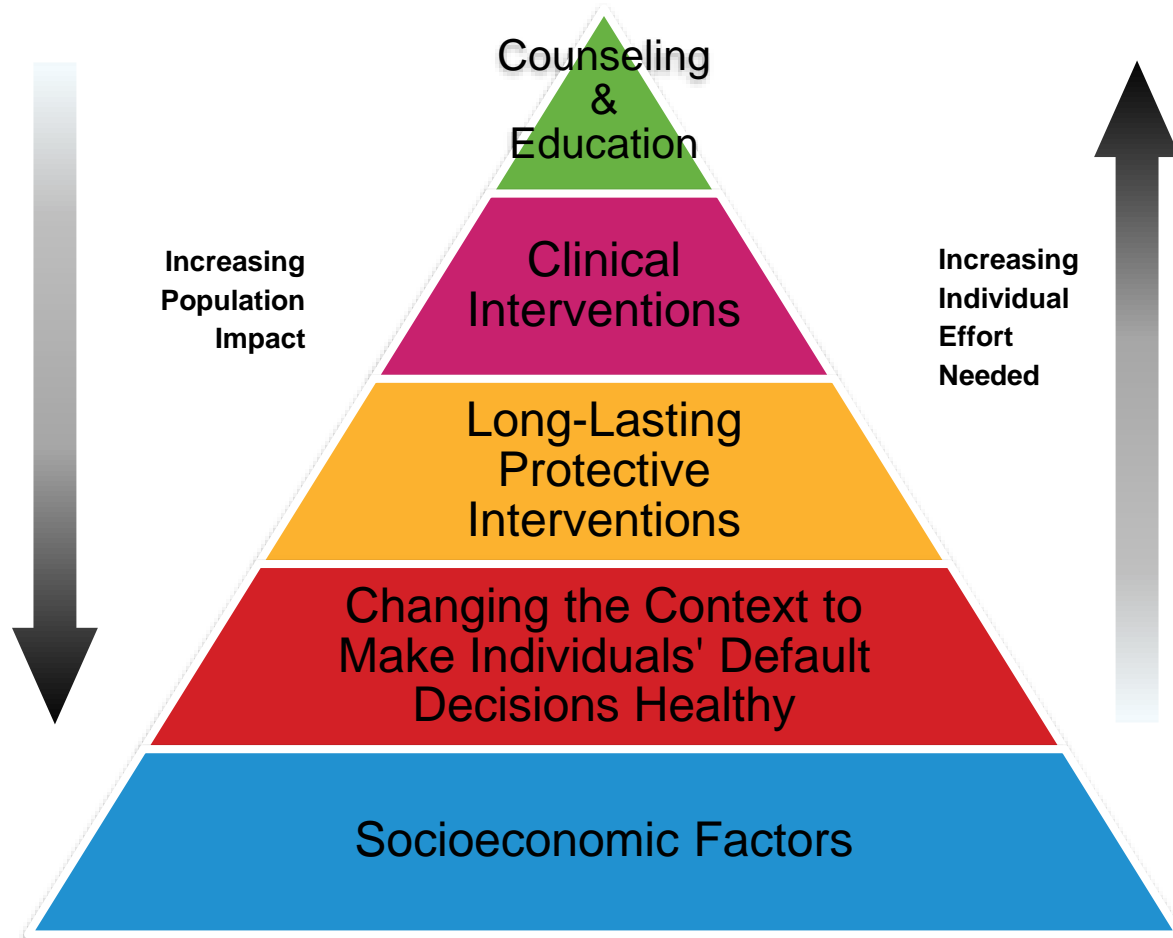
- **Policy, Systems, and Environmental Change** – Incorporating efforts to change public policies, procedures, and practices, and fostering community environments that support healthy living.
- **Health Equity** – Promoting the opportunity for each person to achieve full health potential, regardless of social position or other social circumstances.
- **Education and Awareness** – Ensuring community members are informed and aware of assets and resources available to them to help attain healthy living.
- **Transportation** – Barriers to accessing care or services due to limited personal or public transportation.

The themes for policy, systems and environmental change and health equity closely align with the bottom two tiers of the Health Impact Pyramid (Figure 2).<sup>4</sup> The Health Impact Pyramid shows different types of interventions and the associated impact on the individual or the population. As you move toward the base of the pyramid, the impact to the entire population increases, which also means health equity is increased. As you move toward the top of the pyramid, an increasing amount of effort is needed by an individual to change a health related behavior, which may or may not be possible, depending on the individual's environment or

<sup>4</sup>Frieden, T. R. (2010). A framework for public health action: the health impact pyramid. *American Journal of Public Health*, 100(4), 590-5.



social situation. To maximize the impact to the entire population, reduce health inequities, and influence social determinants of health, interventions focused on the bottom two tiers of the pyramid are prioritized.



**FIGURE 2 THE HEALTH IMPACT PYRAMID**

The Together! Healthy Linn Steering Committee used a series of prioritization tools in combination with data reflection at an individual level, asset and community mapping, small and large group discussion, and an agreed upon set of prioritization criteria to determine which three issues needed to be addressed before the community vision could be realized. The steering committee was limited to the top three issues to maintain a realistic, focused scope of work. The prioritization criteria for strategic issues were:

- The issue is data driven, appearing in two or more of the assessments
- Addressing the issue requires a collaborative, multi-sector approach
- Alignment with the Together! Healthy Linn Vision
- Assets are available within the local public health system to impact the issue
- The issue reflects a need that Together! Healthy Linn has the ability to influence
- The size and significance of the issue has large impact

At the end of the prioritization session, three broad issues were identified, in rank order: Mental Health, Obesity, and Safety. Steering committee members were asked to identify community members or partners to be invited to the next phase, formulating goals and strategies.

### **Formulate Goals and Strategies**

From October through December 2018, community meetings were held for each strategic issue in order to identify goals and strategies (Table 1). The MAPP Core Group developed example goals and strategies for each issue to enable participants to have an idea of how goal and strategy statements should be structured. During this phase, participants were asked to intentionally think about strategies at the public policy, community, and organizational level of the Social Ecological Model (Figure 3).



**FIGURE 3 SOCIAL ECOLOGICAL MODEL**

**TABLE 1 SUMMARY OF CHIP DEVELOPMENT ACTIVITIES**

<b>Phase 4: Identify Strategic Issues</b>  August 10, 2018	<b>Activity:</b> Together! Healthy Linn Steering Committee reviewed data from 13 potential strategic issue categories and prioritized three issues which must be addressed in order to achieve the Together! Healthy Linn vision.  <b>Purpose:</b> To identify the issues critical to the success of the local public health system  <b>Participants:</b> 13 steering committee members
<b>Phase 5: Formulate Goals and Strategies – Mental Health</b>  October 23, 2018	<b>Activity:</b> Community partners reviewed assessment data related to mental health and identified a goal and strategies through small and large group discussion and multi-voting.  <b>Purpose:</b> To identify long-term results associated with the mental health strategic issue and identify strategies the community can take to reach those goals.  <b>Participants:</b> 31 community partners
<b>Phase 5: Formulate Goals and Strategies – Obesity</b>  October 31, 2018	<b>Activity:</b> Community partners reviewed assessment data related to obesity and identified a goal and strategies through small and large group discussion and multi-voting.  <b>Purpose:</b> To identify long-term results associated with the obesity strategic issue and identify strategies the community can take to reach those goals.  <b>Participants:</b> 25 community partners
<b>Phase 5: Formulate Goals and Strategies – Safety</b>  November 8 and December 19, 2018	<b>Activity:</b> Community partners reviewed assessment data related to safety and identified a goal and strategies through small and large group discussion, multi-voting, and an affinity diagram.  <b>Purpose:</b> To identify long-term results associated with the safety strategic issue and identify strategies the community can take to reach those goals.  <b>Participants:</b> 20 community partners

## The Action Cycle

During the last phase of the MAPP framework is when the planning, development, implementation, and evaluation of the CHIP occurs. Action teams convene to adopt strategic issue action plans and implement activities. Action teams incorporate evidence-based strategies for impacting the health priorities and consider health disparities and social determinants of health when developing the action plan. Together, action plans for each strategic issue complete the CHIP. Activities for each strategic issue are planned through 2021.

## Alignment of Strategic Issues

Linn County's strategic issues align with and complement health improvement efforts at the state and national levels, as shown in Table 1. All three strategic issues align with Healthy Iowans 2017-2021 at the state level and Healthy People 2020 and at the National Prevention Strategy at the national level.<sup>5,6,7</sup>

	Linn County	State of Iowa	National
Strategic Issues	Mental Health	<ul style="list-style-type: none"> <li>• Healthy Iowans 2017-2021: Mental Health, Illness, &amp; Suicide</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy People 2020: Mental Health and Mental Disorders</li> <li>• National Prevention Strategy: Mental and Emotional Well-Being</li> </ul>
	Obesity	<ul style="list-style-type: none"> <li>• Healthy Iowans 2017: Chronic Disease</li> <li>• Obesity Statewide Strategic Plan<sup>8</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Healthy People 2020 Leading Health Indicators: Nutrition, Physical Activity, and Obesity</li> <li>• National Prevention Strategy: Healthy Eating, Active Living</li> </ul>
	Safety	<ul style="list-style-type: none"> <li>• Healthy Iowans 2017: Injury and Violence</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy People 2020: Injury and Violence Prevention</li> <li>• National Prevention Strategy: Injury and Violence Free Living</li> </ul>
Cross Cutting	Health Equity	<ul style="list-style-type: none"> <li>• Healthy Iowans 2017: Health Equity/Social Determinants of Health</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy People 2020: Social Determinants of Health</li> </ul>

TABLE 2 ALIGNMENT WITH STATE AND NATIONAL PLANS

<sup>5</sup> Iowa Department of Public Health. (July 2018). *Healthy Iowans 2017-2021*. Des Moines: Iowa Department of Public Health. Retrieved from Healthy Iowans Website: <http://idph.iowa.gov/healthy-iowans/plan>

<sup>6</sup> U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. *Healthy People 2020*. Washington, DC. Retrieved from <https://www.healthypeople.gov/>

<sup>7</sup> U.S. Department of Health and Human Services, Office of the Surgeon General National Prevention Council. (2011). *National Prevention Strategy*. Washington, DC.

<sup>8</sup> Iowa Healthcare Collaborative. (2016). *Iowa Obesity Statewide Strategy Plan*. Retrieved from <https://www.ihconline.org/sim/resources/statewide-strategies>

## Part 2: Community Health Improvement Plan

### Strategic Priority: Mental Health

#### Overview

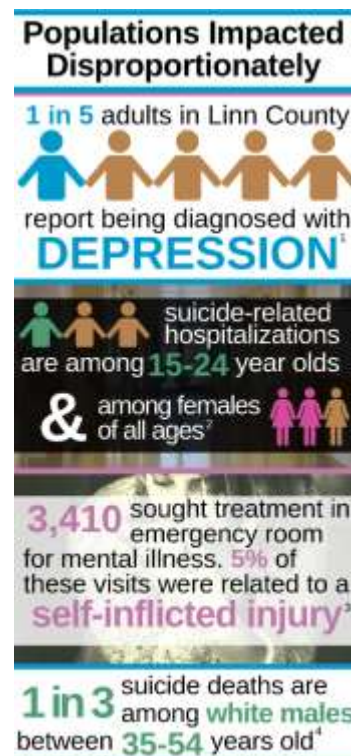
Mental health is an important part of overall health, and well-being is a vital component for healthy communities. Mental Health includes emotional, psychological, and social well-being<sup>9</sup>. Mental Health occurs on a continuum, much like physical health, and the two are closely interrelated. Physical health conditions can influence mental health status, and vice versa.

Becoming a Trauma-Informed Community will enhance mental health services.

In Linn County, diagnosis of mental health conditions are increasing among youth and adults. Suicide rates are increasing, and suicide is the eighth leading cause of death in Linn County.

In 2016, 13.2% of Linn County youth reported suicidal thoughts. Mental Health was the top health concern voiced among all demographic groups and across all assessment methods in the Community Themes and Strengths assessment. Anxiety was also noted as a concern among residents participating in the assessments.

Access to mental health services and supports were also identified as a need in Linn County. The Community Health Assessment findings reflect a need for more providers who accept Medicaid, the availability of timely appointments, and a need for more mental health care facilities. However, the increasing number of providers offering a trauma-informed care approach and telehealth services offers opportunities to increase access to mental health services.



**Sources**  
 1: Behavioral Risk Factor Surveillance System, 2014-2016  
 2: Linn County Inpatient Hospital Dataset, 2016  
 3: Linn County Outpatient Hospital Dataset, 2016  
 4: CDC WONDER, 2013-2017

<b>Goal</b>	Improved mental health through increased community awareness and equal access to mental health, substance abuse, & prevention services			
	<u>Connection to Vision:</u> <i>The local public health system is collaborative, focused on prevention, and creates access for all.</i>			
<b>Objective</b>	Reduce the rate of mental illness-related visits to the emergency rooms in Linn County by 10% prior to January 1, 2022.			
	<b>Measure</b>	Baseline Year: 2016 Value: 162 per 10K	Goal Year: 2021 Value: 145.8 per 10K	Source: Linn County Outpatient
	<b>Strategy 1:</b>	Promote well-being through providing a timely and appropriate continuum of mental health care		
	<b>Strategy 2:</b>	Advocate for a fully funded comprehensive array of services for children and adults		

<sup>9</sup> United Way of East Central Iowa. (May 2018). *Condition of Mental Health in Our Community*. Retrieved from: <https://www.uweci.org/what-we-do/our-community/united-way-reports/>

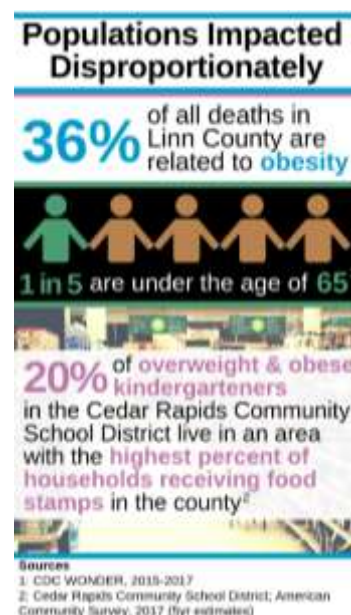


## Strategic Priority: Obesity

### Overview

Obesity is a significant health concern in Linn County. Among adults, 63% are overweight or obese (32.2% obese, 31.3% overweight). In the Cedar Rapids Community School District, the largest district in Linn County, 31.8% of kindergarteners are reported to be overweight or obese (12.3% obese, 19.5% overweight) and 35% of 5th grade students are reported as overweight or obese (16.5% obese, 18.5% overweight). The state of Iowa ranks fourth in the nation for obesity, with 36.4% of adults obese<sup>10</sup>.

Obesity increases the risk of chronic diseases such as diabetes, hypertension, heart disease, arthritis, and some types of cancer. The primary contributors to obesity are lack of physical activity and unhealthy eating. In Linn County, 11.1% of all residents are food insecure, and 14.5% of children are food insecure. Residents report barriers to accessing healthy food options. Only 29% of adolescents get at least 1 hour of physical activity per day. Barriers exist for all residents to engage in exercise, especially individuals who are low-income, have a disability, chronic pain, or existing medical condition. However, many Linn County organizations are working on increasing access to healthy, affordable, and/or locally grown food, which is one strategy for reducing obesity for everyone.



<b>Goal</b>	Increase opportunities for healthy eating and physical activity to reduce the risk of obesity-related chronic disease for all residents  <i>Connection to Vision: The local public health system is responsive to community needs, focused on prevention, and creates access for all. The system is designed for a culture of health and promotes an active community.</i>			
<b>Objective</b>	By January 1, 2022, the percentage of adults who report being obese on the Behavioral Risk Factor Surveillance Survey (BRFSS) will decrease by 2%.			
	<b>Measure</b>	Baseline Year: 2016 Value: 31.3%	Goal Year: 2021 Value: 29.3%	Source: BRFSS
	<b>Strategy 1:</b>	Increase access to healthy food and access to nutrition and food preparation education		
	<b>Strategy 2:</b>	Develop and utilize consistent messages around healthy living		

<sup>10</sup> Robert Wood Johnson Foundation. (2018). *The State of Obesity*. Retrieved from <https://stateofobesity.org/>

## Strategic Priority: Safety

### Overview

Safety is a broad term for a variety of concerns, including domestic and interpersonal abuse, bullying, and violence within the community. In Linn County, child maltreatment rates are increasing, particularly related to child neglect. Over one third of youth (34.1%) reported being bullied in the last 30 days. Youth reporting bullying are more likely to be younger (in 6<sup>th</sup> grade vs. 9<sup>th</sup> or 11<sup>th</sup> grade). Youth report social media use as a form of youth on youth bullying and to instigate violent activities.

Community violence emerged as a perceived need in the Community Health Assessment. While there is a general feeling of safety in Linn County; there is an increased concern of gang activity, homelessness, human trafficking, and shootings that reduces the feeling of safety. In Linn County, several grassroots efforts have developed and formed partnerships with established programs or organizations to increase safety in Linn County. An example of such efforts is the Safe, Equitable, and Thriving (SET) task force, which includes county, city, and school district collaboration, among others.



<b>Goal</b>	<p>Increase the effectiveness of community partnerships to target evidenced-based strategies to reduce violence.</p> <p><i>Connection to Vision: The local public health system is collaborative, engaged in the community, responsive to community needs, and focused on prevention. The system promotes a safe, empowered, resilient, and connected community that embraces diversity and equity.</i></p>			
<b>Objective</b>	<p>By January 1, 2022 there will be a 10% decrease in the combined violent crime rate for the cities of Cedar Rapids, Hiawatha, and Marion.</p>			
	<b>Measure</b>	Baseline Year: 2016 Value: 269.5 per 100K	Goal Year: 2021 Value: 242.6 per 100K	Source: Uniform Crime Report
	<b>Strategy 1:</b>	Align community partnerships		
	<b>Strategy 2:</b>	Understand evidenced-based strategies that reduce violence		
	<b>Strategy 3:</b>	Identify evidenced-based practices currently used in Linn County, and consider opportunities for expansion or addition		

## **Next Steps**

### **Action Teams**

During the action phase, action teams convene to develop collaborative action plans related to each strategic issue. Action teams consist of experts in the field, community-based organizations, and community residents. Action teams will align action plans with current community initiatives as much as possible, or form new groups if necessary. Together! Healthy Linn will work together with other regional and state partners to implement common strategies as they align with regional and state health improvement efforts.

### **Monitoring progress**

The MAPP Core Group monitors action plan progress and publishes performance dashboards annually. During the action phase, continued engagement and communication with community partners will continue. The CHIP will be revised as appropriate. Action plan updates and progress reports will be available at <http://www.linncounty.org/753/Together-Healthy-Linn>.

## Part 3: Together! Healthy Linn

### About Together! Healthy Linn

Together! Healthy Linn is a community collaborative that informs and oversees the CHA-CHIP process for all of Linn County. Together! Healthy Linn is made up of many different organizations, including hospitals and clinics, not-for-profit agencies, and governmental organizations. Figure 4 depicts the relationship of Together! Healthy Linn efforts within the broader Linn County community.

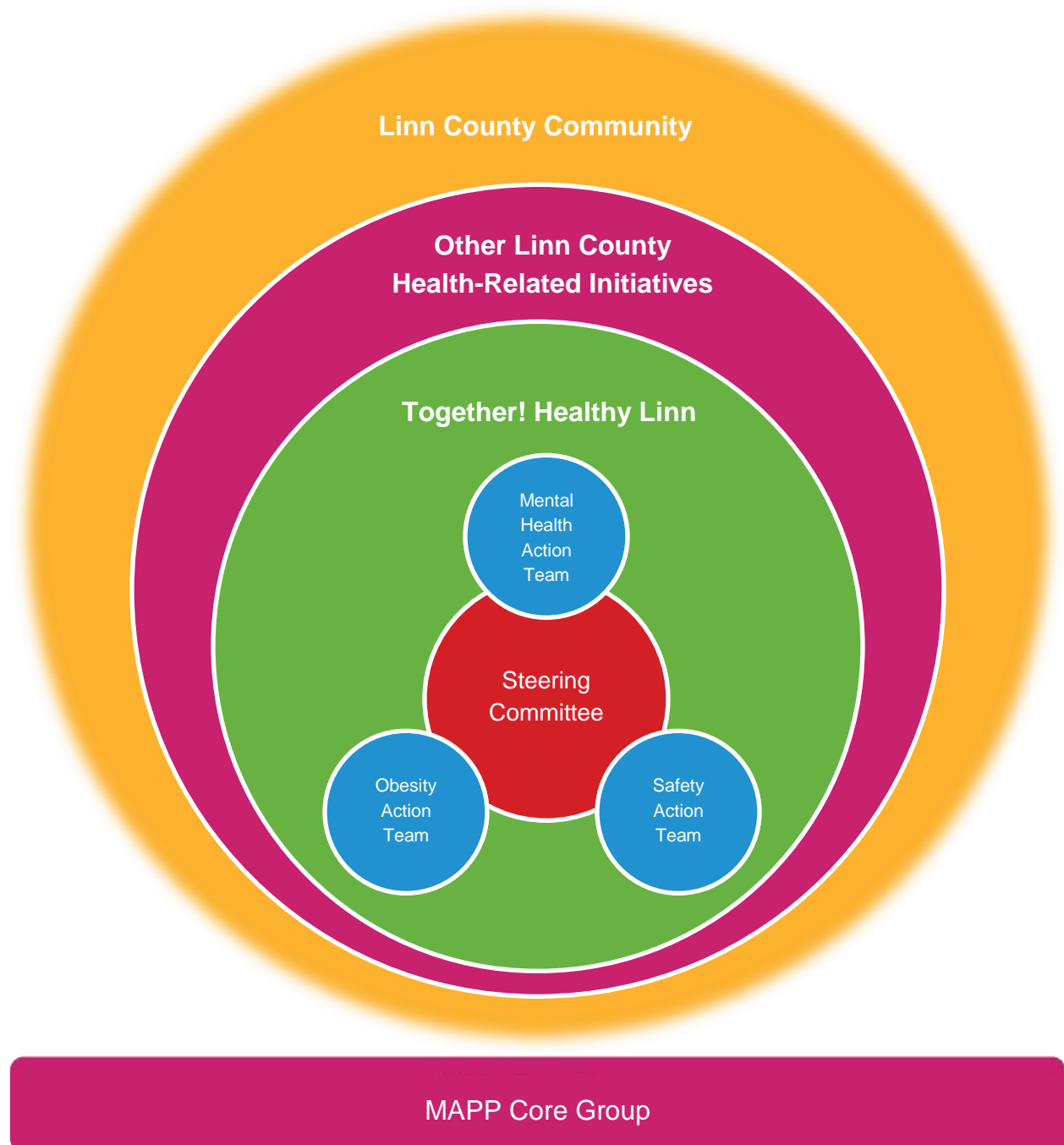


FIGURE 4 TOGETHER! HEALTHY LINN ORGANIZATIONAL MODEL

## Acknowledgements

The Community Health Improvement Plan, prepared and presented by Together! Healthy Linn, reflects the contributions of many of the participating groups and individuals, but does not necessarily reflect the position of any particular organization or individual. In addition to members, various boards, committees, and subject matter experts within the community also provided input on plan development activities. The following individuals and organizations have dedicated their time and expertise to the identification of strategic issues and development of the CHIP.

### MAPP Core Group

The MAPP Core Group designs and plans the CHA-CHIP process according to the MAPP framework.

Kaitlin Emrich*	Linn County Public Health
Amy Hockett*	Linn County Public Health
Tricia Kitzmann	Linn County Public Health
Melissa Monroe	Linn County Public Health
Robin Raijean	Linn County Public Health
Katie Reasner*	Linn County Public Health
Rachel Schramm	Linn County Public Health

*\*Lead authors of the 2019-2021 Linn County Community Health Improvement Plan*

### Steering Committee

The steering committee guides and oversees the CHA-CHIP process.

Name	Organization	Sector
Jeffrey Hanson	Alliant Energy	Business
Joe McHale	City of Marion Police Department	Criminal Justice & Law Enforcement
Nichelle Cline	Kirkwood Community College	Education
Stephanie Neff	Cedar Rapids Community School District	Education
Mary Tarbox	Mount Mercy University	Education
John Harris	Linn County Board of Supervisors	Elected Officials
Liz Mathis	State of Iowa Senator	Elected Officials
Dale Todd	Cedar Rapids City Council	Elected Officials
Ashley Vanorny	Cedar Rapids City Council	Elected Officials
RaeAnn Gordon	Iowa State University Extension & Outreach	Environmental Organization
Ronda Anderson	Bethany Lutheran Church	Faith Community
Pramod Dwivedi	Linn County Public Health	Government
Sandi Fowler	City of Cedar Rapids	Government
Melissa Cullum	Mercy Medical Center	Medical Providers
Joe Lock	Eastern Iowa Health Center	Medical Providers
Lori Weih	UnityPoint Health: St. Lukes Hospital and Jones Regional Medical Center	Medical Providers
Kathy Horan	AbbeHealth	Mental Health & Aging
Barb Gay	Area Substance Abuse Council	Substance Abuse
Lynda Waddington	The Gazette	Media
Karla Twedt-Ball	Greater Cedar Rapids Community Foundation	Philanthropy
Leslie Wright	United Way of East Central Iowa	Philanthropy



## Goal and Strategy Teams

Goal and Strategy Teams were identified and invited to participate in the Formulate Goal and Strategy phase by steering committee members and the MAPP Core Group.

### Mental Health

Amy Hockett	Linn County Public Health
Ann Alliger	Mercy Medical Center
Ashley Vanorny	City of Cedar Rapids City Council
Barb Gay	Area Substance Abuse Council
Blake Stephenson	Tanager Place
Carol Meade	UnityPoint Health
Chris Kivett-Berry	Early Childhood Iowa
Cindy Fiester	Linn County Public Health
Dawn Schott	Linn County Juvenile Detention and Diversion Services
Elisabeth Kissling	Foundation 2
Emily Barnard	Coe College
Gina Chieffo, MPH	Linn County Resident
Joe Lock	Eastern Iowa Health Center
Joe McHale	Marion Police Department
Kaitlin Emrich	Linn County Public Health
Kathy Johnson	Abbe Center Community Mental Health
Katie Reasner	Linn County Public Health
Kim Rimmer	Cedar Rapids Community School District
Kristi Hicks	Linn-Mar School District
Kristie Clark	East Central Region
Laura Columbus	United Way of East Central Iowa
Les Beck	Linn County Planning and Development
Linda Topinka	New Beginnings / 1Strong
Melissa Cullum	Mercy Medical Center
Paula Gourley	Community Housing Initiatives
Rebecca McDowell, PA-C	Linn County Resident
Stephanie Neff	Cedar Rapids Community School District
Stephanie Schrader	City of Cedar Rapids
Sunshine McDonald	Marion Police Department
Tricia Kitzmann	Linn County Public Health
Wendy Stokesbury	Kingston Therapy

### Obesity

Alex Schuerman	Mercy Medical Center
Amy Hockett	Linn County Public Health
Barbara Maring	Linn County Resident
Cindy Fiester	Linn County Public Health
Diana Cera	Linn County Resident

Emmaly Renshaw	YMCA
Eric Holthaus	City of Cedar Rapids
Erin Raftery	Eastern Iowa Health Center
Hayley Hegland	Linn County State Innovation Model Community Care Coordination
Heather Rittgers	Whole Health by Heather
Holly White	UnityPoint Health
Joe Lock	Eastern Iowa Health Center
Kaitlin Emrich	Linn County Public Health
Katie Reasner	Linn County Public Health
Kesha Billings	City of Marion
Kristen Peyton	Linn County Early Childhood Iowa
Les Beck	Linn County Planning and Development
Melissa Cullum	Mercy Medical Center
Nancy Alderdyce	Marion Independent School District
Rebecca McDowell	Linn County Resident
Ronda Anderson	Bethany Lutheran Church
Sara Claeys	Mercy Medical Center
Stephanie Neff	Cedar Rapids Community School District
Stephanie Schrader	City of Cedar Rapids
Tricia Kitzmann	Linn County Public Health

### **Safety**

Amy Hockett	Linn County Public Health
Ashley Balius	Linn County Community Services
Bernard Clayton	1Strong
Chad Colston	Linn County Sheriff's Office
Chris Dyer	Marion Independent School District
Christine Lehman-Engledow	Moms Demand Action
Joe McHale	Marion Police Department
Kaitlin Emrich	Linn County Public Health
Karen Thornton	Linn County Public Health
Karla Twedt-Ball	Greater Cedar Rapids Community Foundation
Katie Reasner	Linn County Public Health
Linda Topinka	1Strong
Melissa Cullum	Mercy Medical Center
Nancy Alderdyce	Marion Independent School District
Robin Raijean	Linn County Public Health
Sandi Fowler	City of Cedar Rapids
Sunshine McDonald	Marion Police Department
Tony Robinson	Cedar Rapids Police Department
Tricia Kitzmann	Linn County Public Health
Wayne Jerman	Cedar Rapids Police Department

## Part 4: Appendices

### Glossary

#### Health Equity

Promoting the opportunity for each person to achieve full health potential, regardless of social position or other social circumstances.

#### Policy, Systems, and Environmental Change

Incorporating efforts to change public policies, procedures, and practices, and fostering community environments that support healthy living.

#### Populations Disproportionately Impacted

Inequities or differences in incidence, prevalence, mortality, burden of disease, or other health conditions among certain populations.

#### Sector

An area of the community or economy which share a related product or service or which share similar operating characteristics.

#### Social Determinants of Health

Conditions in the places where people live, learn, work, and play affect a wide range of health risks and outcomes.

#### Violent Crime Rate

Composed of four offenses including murder and non-negligent manslaughter, rape, robbery, and aggravated assault.

### Additional Resources

#### Healthy People 2020

<https://www.healthypeople.gov/>

**MAPP Assessments:** <http://linncounty.org/613/Reports-and-Publications>

- [2015 Local Public Health System Assessment](#)
- [2018 Forces of Change Assessment](#)
- [2018 Community Themes and Strengths Assessment](#)
- [2018 Community Health Status Assessment](#)

#### Mobilizing for Action through Planning and Partnerships (MAPP)

<https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp>

#### National Association of County and City Health Officials (NACCHO)

<https://www.naccho.org/>

#### National Prevention Strategy

<https://www.surgeongeneral.gov/priorities/prevention/strategy/index.html>

#### The State of Obesity

<https://stateofobesity.org/>

#### Together! Healthy Linn

<http://linncounty.org/753/Together-Healthy-Linn>

2019-2021 LINN COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN

